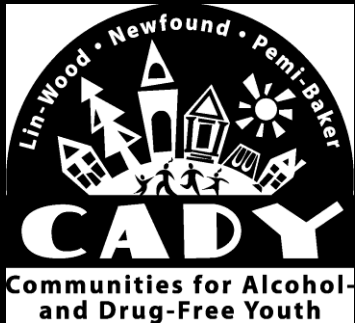


# SUSTAINABILITY: Navigating the Road Ahead



Deb Naro, *Executive Director*  
Ann Stark, *Data Coordinator*

CADY, Inc.



*Sustainability  
is a Journey and a Destination!*

# CADY

## WHO WE ARE

- 501 (c) 3 organization
- Sole mission is substance abuse prevention and juvenile crime prevention.
- Presently serves as the State Regional Prevention Network for the Central New Hampshire Region.
- Contracted with the federal government (SAMHSA) as a Drug-Free Community Coalition for 10 years (2003-2013) and received several local, state and national recognitions most recently " NH Prevention Provider of the Year ."
- Successfully implement:
  - Environmental-Prevention Strategies including media campaigns and policy development;
  - Evidence-based Direct Service programming;
  - An extensive network of individuals, municipalities, and partner organizations that actively support, and collaboratively work to advance substance abuse prevention in the Central NH Region.



# INTRODUCTIONS

## Deb Naro

- Executive Director CADY, Inc. (10 Years)
- DFC Project Director
- M.Ed.
- Former NH Legislator (3 Terms)
- Passionate about Prevention
- Developed: ***Ready! Set! Done!* Prevention Messaging Made EASY Toolkit**
- Brokered state-wide environmental Prevention Strategy
- Married 40 years – 2 grown children

# INTRODUCTIONS

## Ann Stark

- Administrative/Data Coordinator (8 years)
- Bachelor of Science: Business Management
- 20 years Private Sector Experience
  - Sales
  - Project Management
  - Banking
- “The Queen of COMET”
- Married 18 years – 2 Teenage Daughters



# Learning Objectives

CADY will share their process, insights, challenges and successes to better position DFC Coalitions for Sustainability:

- Participants will understand the concepts of coalition sustainability through a lens of strategic vision and community commitment.
- Participants will gain knowledge of how to implement sustainability strategies as well as the importance of beginning this commitment at the beginning of Year 6.
- Participants will gain an understanding of how to implement funding strategies: **Charge, Ask, Share and Earn**.
- Participants will learn the importance of a diversified funding stream to the financial viability of coalition infrastructure and initiatives.

# What is SUSTAINABILITY?

**Sustainability** *refers to the continuation of the coalition after the initial funding has ended.*



**What should be sustained?**

*Not all effective programs are sustained but only effective programs should be.*

# Why is Sustainability Important to Your Community and DFC?



# "ALEX'S STORY"

partnership for a  
*drug free* **NH** ★



<http://www.checkthstatsnh.org/media-center/>



NEW HAMPSHIRE  
CHARITABLE FOUNDATION

# Why is Sustainability Important to Your Community and DFC?

**Need:** Ending a coalition that has obtained positive results is counter productive if the problem for which it was created still exists.

**Financial:** \$1,250,000 Federal Investment





# WHY WE ARE HERE

## Adolescent Substance Use: America's #1 Public Health Problem

(National Center on Addiction and Substance Abuse, 2011)

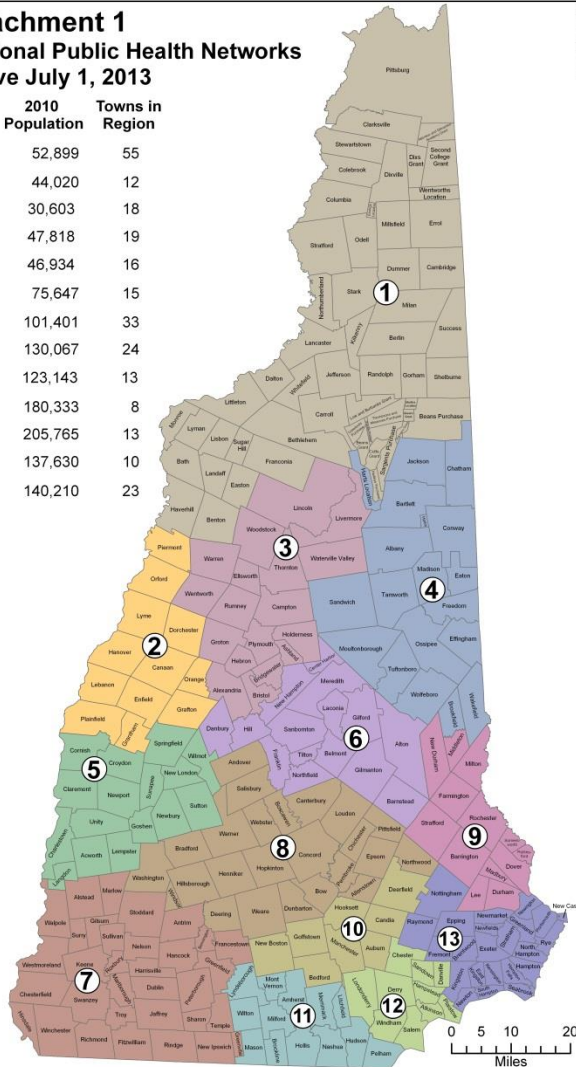


# WHY WE NEED TO STAY OUR PROBLEM IS GROWING

# NH Regional Prevention Networks

**Attachment 1**  
**New Hampshire Regional Public Health Networks**  
**Effective July 1, 2013**

Region	2010 Population	Towns in Region
1	52,899	55
2	44,020	12
3	30,603	18
4	47,818	19
5	46,934	16
6	75,647	15
7	101,401	33
8	130,067	24
9	123,143	13
10	180,333	8
11	205,765	13
12	137,630	10
13	140,210	23



CADY serves Central NH (Region 3)

# Check the Stats NH!

NH ranked **second** in the nation  
for past month **alcohol use**  
among **12-20** year olds.

NH ranked **second** in the nation  
for **binge drinking**  
among **12-20** year olds.

NH was **in the top ten** states for  
**marijuana use** among **12-17** year olds.

**One in six** NH teens has  
**abused prescription drugs.**

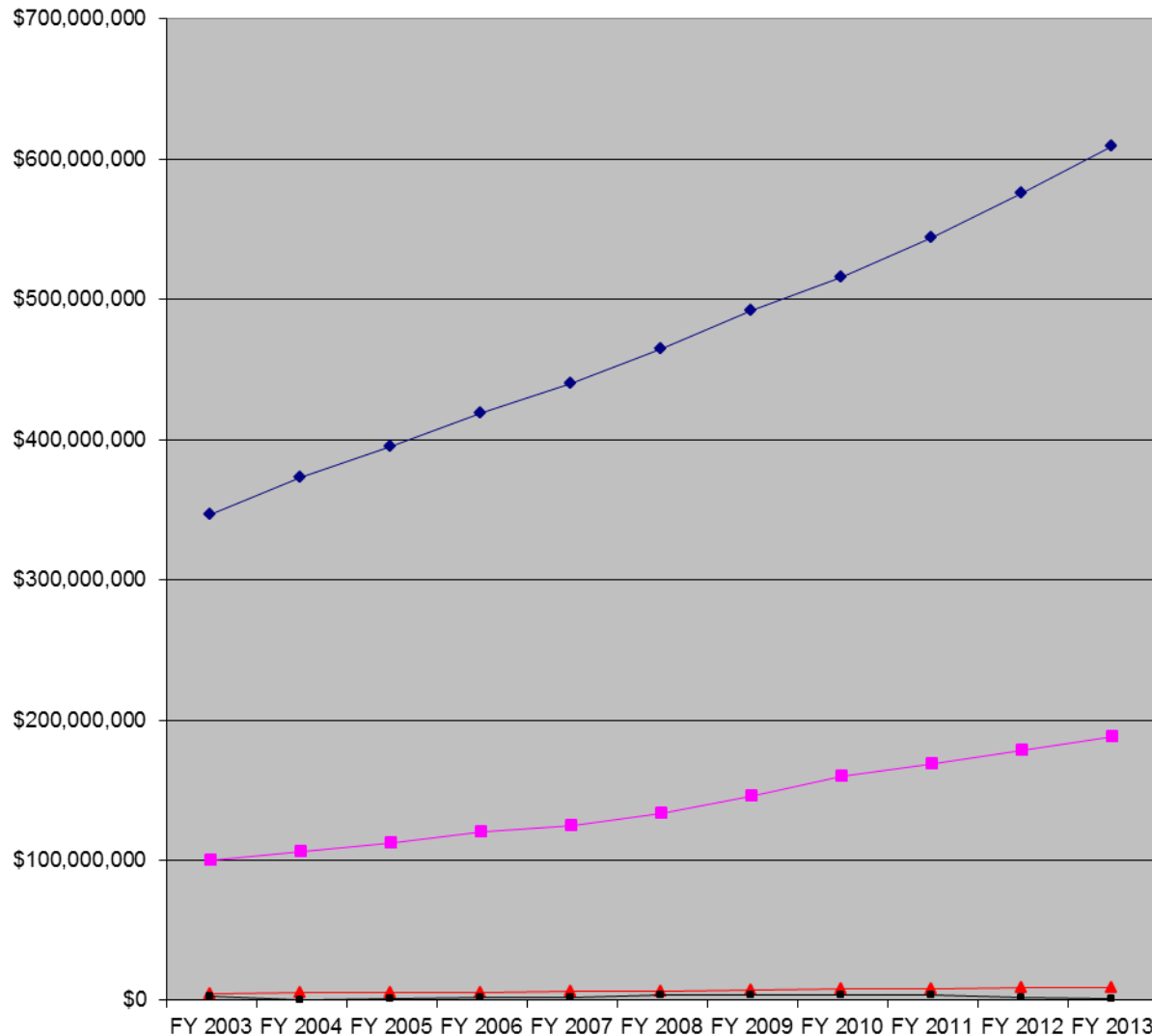
Sources: 2012 NSDUH and 2013 YRBS



[ChecktheStatsNH.org](http://ChecktheStatsNH.org)

# State Motto: "Live Free or Die"

## ALCOHOL FUND



NH Alcohol Sales and Profits

VS.

Governor's Commission  
Alcohol Fund

- ◆— NH Liquor Commission Total Gross Sales
- NH Liquor Commission Total Gross Profit
- ▲— Alcohol Fund Fully Funded
- Alcohol Fund Actual Received

***"Alcohol runs  
through my court  
like a river."  
-Judge Ned Gordon***

# **SOLUTION**

# **PREVENTION**



**BREAKS THE CYCLE OF CRIME •**  
**PROTECTS CHILDREN • SAVES LIVES**  
**PREVENTS ADDICTION • CONTAINS COST**

## **DFC Coalitions: A Driving Force for Change!**



# CADY MISSION



Working with schools and communities to prevent and reduce youth alcohol, tobacco, and other drug use and to promote healthy environments and promising futures.

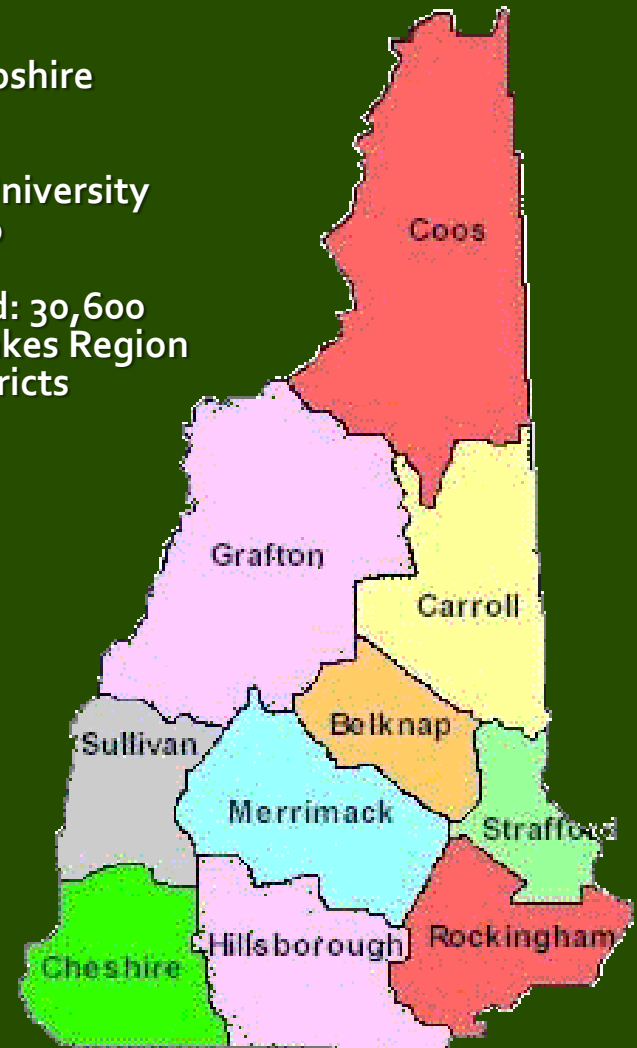
## LOCAL SOLUTIONS for Local Problems

# CENTRAL New Hampshire



## Plymouth, New Hampshire

- College Town
- Plymouth State University
- Enrollment: 6,000
- Rural Geography
- Population Served: 30,600
- Mountains and Lakes Region
- Three School Districts
- High Poverty





# WHAT WE DO



**PROVIDING COMMUNITY EDUCATION, POSITIVE YOUTH DEVELOPMENT PROGRAMS, TRAININGS, AND OUTREACH TO PREVENT SUBSTANCE ABUSE AND BUILD HEALTHY FOUNDATIONS AND PROMISING FUTURES FOR THE YOUTH OF CENTRAL NEW HAMPSHIRE SINCE 1999.**

## **CADY Programs**

### **The Launch Youth Entrepreneurship Program**

Since 2005, **250** youth have been educated and engaged by this nationally-recognized program with year-round skill building, leadership development, and paid summer employment. The LAUNCH is the sole youth employment program in central New Hampshire.

### **Restorative Justice Court Diversion Program**

Since 2007, **150** youth have been given a 2<sup>nd</sup> chance to take responsibility for their actions, make restitution to victims, reconnect with community and turn their lives around. This NH accredited program has a 93% success rate in promoting growth and lasting behavioral change.

*"The Program is top notch and your success rate is phenomenal. Keep up the excellent work."*

*—Endorsement from a Victim of Juvenile Crime*

### **The YAAC (Youth Advisory and Advocacy Council)**

Since 2009, **80** youth have served as leaders in prevention and mentors who influence positive change with their peers and in their community.

### **CADY Community Education, Trainings, and Outreach**

***"Information is Power"***

*Since 1999, CADY has been turning problems into solutions by shattering myths about illicit substances with science-based facts, programs, trainings, policy development, education and youth initiatives.*

Media Campaign including The Hometown Voice, The Pennysaver, and The CADY Corner Prevention Column in Record Enterprise; Project Monitor Under 21 Tipline; Suicide Prevention Trainings for Professionals; Guiding Good Choices Parent Education Series; Thriving in the Middle School Youth Conference; Newfound KAPER Conference (Kids and Parents Enriching Relationships); TAP (Teen Assessment Project Surveys); Prom Safety Programming/Newfound Regional High School and Plymouth Regional High School; Annual Regional Prevention Summit; Lunch-n-Learn Forums; Prescription Drug Awareness Campaign including local senior citizens; and so much more!

# **EDUCATE! ENGAGE! EMPOWER!**

# SUSTAINABILTY

## HOW WE GOT THERE



# SUSTAINABILITY Planning Process

- Determine essential services and interventions to be sustained
- Identify key stakeholders and partners to involve in the effort
- Write Case Statements
- Identify and Implement Funding Strategies
- Diversify Funding
- Make an ongoing commitment to the process



# CADY Sustainability Plan

(link: [www.cadyinc.org](http://www.cadyinc.org))

- Prioritized Elements: The following list in priority order is based on the current level of participation, leadership, and community-level impact. CADY's goal is that members—individuals or groups—would work together to sustain projects that the coalition itself would not be able to retain as an initiative.
- **Priority #1: SUSTAINING THE COALITION / NON-PROFIT ORGANIZATION**
- **Priority #2: SUSTAINING OUTREACH/MEDIA**
- **Priority #3: SUSTAINING PROJECT MONITOR**
- **Priority #4: SUSTAINING YOUTH PROGRAMS:**
  - The LAUNCH Youth Entrepreneurship Program
  - The YAACs (Youth Advisory and Advocacy Council)
  - ~~LIFE (Living Intelligently for Excellence) In-school programming\*~~
- **Priority #5: RESTORATIVE JUSTICE COURT DIVERSION**
- **Priority #6: ~~SUSTAINING GUIDING GOOD CHOICES (Parent Education)\*~~**

*\* Not Sustained*

# SUSTAINING

## The Coalition Infrastructure/Non-Profit



"like us" on Facebook

# SUSTAINING OUTREACH / MEDIA CAMPAIGN

## “INFORMATION IS POWER”

- Gets Attention (*“CADY Corner”; School Newsletters; “Free” Newspapers; Facebook*)
- Provides Fact-Based Information
- Creates Awareness on problems and solutions
- Promotes population-level behavior change
- Builds Environmental foundation for other prevention strategies
- Elevates Prevention Mission and Organizational Visibility advancing sustainability goals
- Public needs to know “Who you Are” – “What you Do” – Why You’re Doing It!”



# SUSTAINING

## Project Monitor

Anonymous Tip Line to Report Underage Drinking Parties

***“Keeping Kids Safe is Always a Good Call”***



### PROGRAM DEVELOPMENT & EXPANSION

Local – Launched by CADY – 2002

Replicated in 20 NH Towns – 2005

Grafton County Sheriff – 2006

Attorney General/Implemented State Wide – 2008

**2-1-1** – Project Monitor Under 21 – 2009



# SUSTAINING YOUTH PROGRAMS

## The Launch: Youth Entrepreneurship

Skill Building



"Real World" Experience



Alternative Recreation



Community Service







# Congratulations LAUNCH!



# SUSTAINING YOUTH PROGRAMS

## YAAC (Youth Advocacy and Advisory Council)



Do we really want  
**BIG Marijuana** to  
become the new  
**BIG Tobacco?**

CAN WE TRUST BIG CORPORATIONS NOT TO PROMOTE ADDICTION AND TARGET YOUTH?

Dear Governor Hassan:

*[We are writing to thank you for your veto position on marijuana legalization and urge you to prevent decriminalization of marijuana as well...]*

*The bottom line is marijuana use is a personal safety and public safety problem that can and should be prevented through education and responsible legislation prohibiting all use. Thank you for your strong leadership on behalf of our state and for taking our concerns into consideration.]*

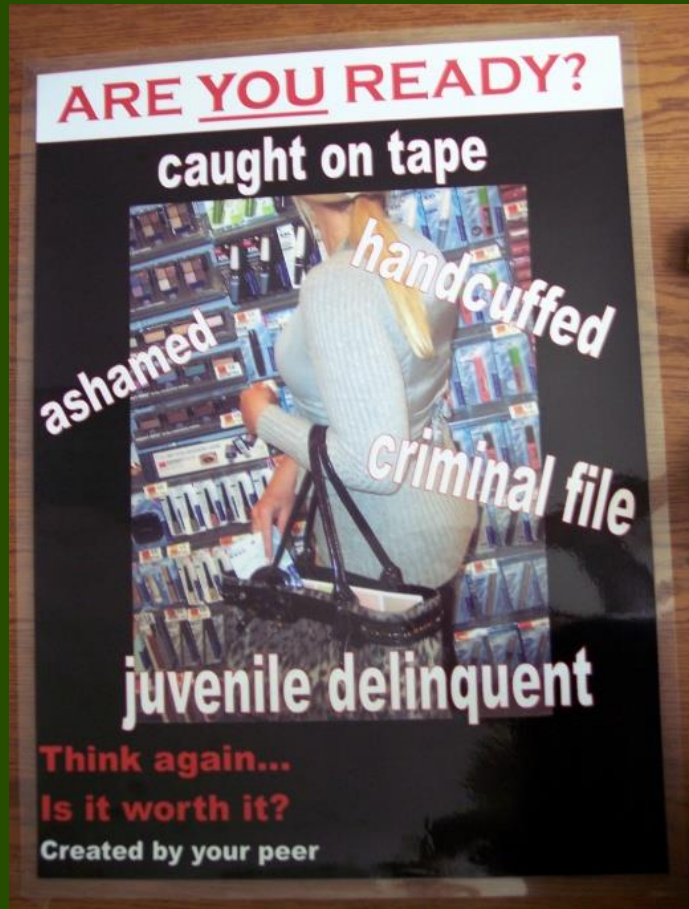


<https://m.youtube.com/watch?v=-SzgvAUwUsU>



# SUSTAINING COURT DIVERSION

## Restorative Justice



*"A Second Chance for First Time Youth Offenders"*

- Region's sole court diversion program
- Restitution Paid to Victims: \$13,206
- 149 youth have turned their lives around
- Community Service Completed: 4,042 hours
- Accredited by NH Judicial System
- 7% recidivism rate

*"Keeping Kids Connected to their Community"*

**“It’s Amazing what you can accomplish  
if you do not care who gets the credit.”**

**— Harry S. Truman**

# KEY STAKEHOLDERS and PARTNERS

## Strategic Relationships (Non-Partisan Commitment)





# KEY STAKEHOLDERS and PARTNERS

## Strategic Relationships





# KEY STAKEHOLDERS and PARTNERS

## Annual Leadership Recognition/Awards



*"For too long we've been told about "us" and "them." Each and every election we see a new slate of arguments and ads telling us that "they" are the problem, not "us." But there can be no "them" in America. There is only us." - Bill Clinton*

# CREATE CASE STATEMENTS

A written answer to key questions asked by potential supporters:

- Why is the Coalition / Intervention needed?
- How will it make a difference?
- Who is involved and supporting the initiative?
- Is the Coalition/Intervention cost effective?

# IDENTIFY FUNDING STRATEGIES

## C.A.S.E

### **C**HARGE

- Fee for Service
- Line Items in Gov't Budget
- Fine/Revenue to Prevention
- Membership Dues

### **A**SK

- Grants
- Fundraisers
- Sponsorships
- Individual Donors / Benefactors
- United Way/Payroll Giving
- Endowed Funds/Planned Giving

### **S**HARE

- Asset Sharing
- In-Kind Contributions
- Leverage Shared Positions

### **E**ARN

- Entrepreneurial Activities
- For-Profit Business



# CADY FUNDING STRATEGIES

## ■ CHARGE (...very, very hard transition for Deb!)

- Line Items in Government Budgets (DFC/Year 5)
- Fine/Revenue to Prevention (Campton and Plymouth Police Departments)
- Fee for Service: Restorative Justice Participation Fees (DFC /Year 7)
- Trainings (Post DFC)
  - Prime for Life
  - Restorative Justice
  - School In-Service



# CADY FUNDING STRATEGIES

## ■ Ask

- Grants
- Fundraisers
  - Annual Appeal (DFC/Year 6)
  - Mini Golf Tournament (DFC/Year 7)
  - Raffles/Silent Auctions/Yard Sales





# CADY FUNDING STRATEGIES

## ■ SHARE

- In-Kind Contributions (DFC/Year 1)
  - \$175,000 (current in-kind)
    - Snowplowing
    - Computer donations
    - IT services
    - Volunteers (4000+ hours per year)
- Leverage Shared Positions
  - Advancement Coordinator
  - Plymouth State Interns
  - Federal Work-Study Students
- AmeriCorps VISTA





# CADY FUNDING STRATEGIES

## ■ EARN

- CADY Consulting & Marketing
- Sales:

*Prevention Messaging Made EASY!*

**The Ready! Set! DONE! TOOLKIT**

*"Necessity is the Mother of Innovation"*  
- Plato



# EARN

## Prevention Messaging Made Easy

### Ready! Set! Done! Toolkit

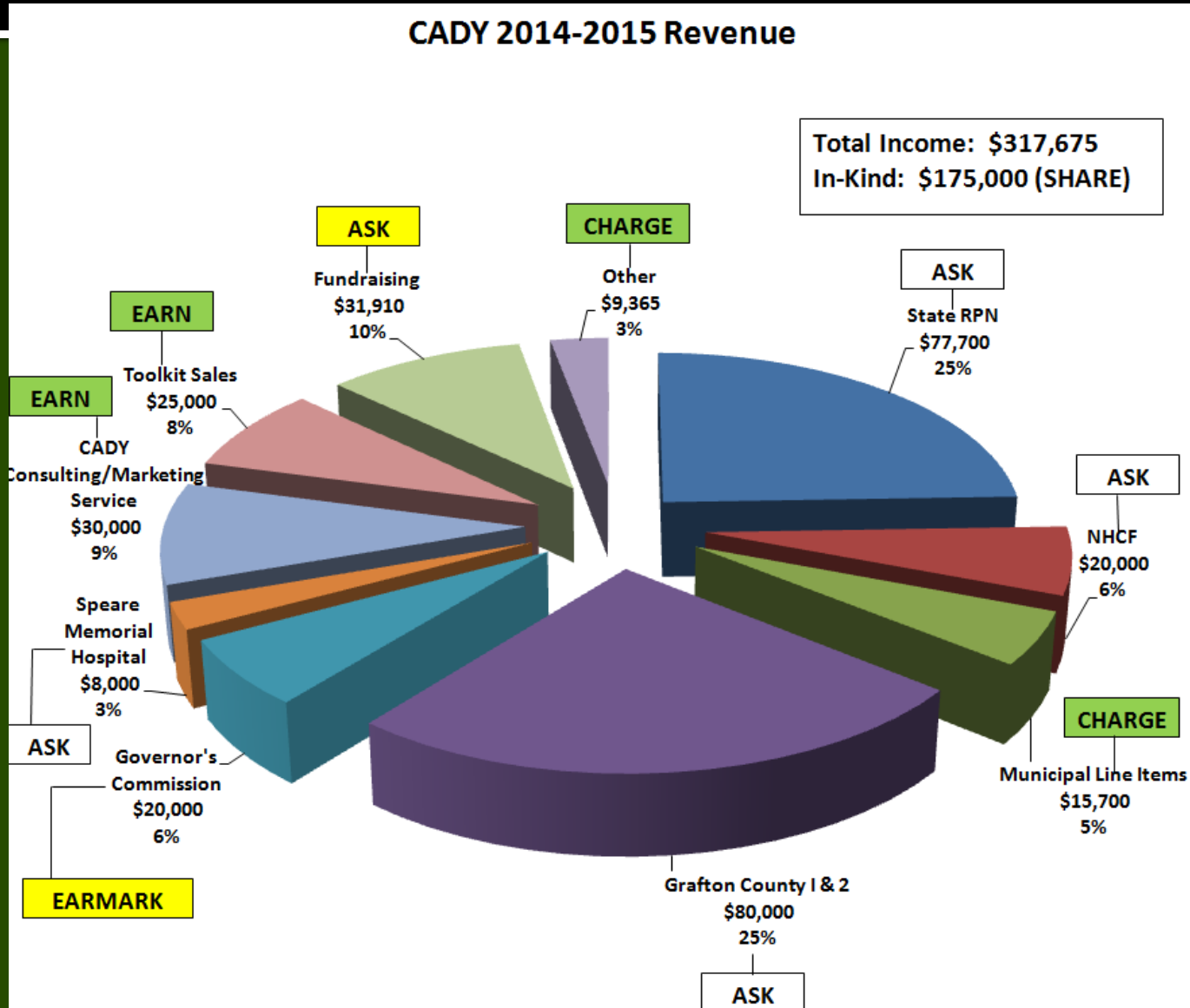


*CADCA, 2014: Leadership Forum/CADY – 1<sup>st</sup> Time Vendor*

**12-Month Media Campaign Toolkit**

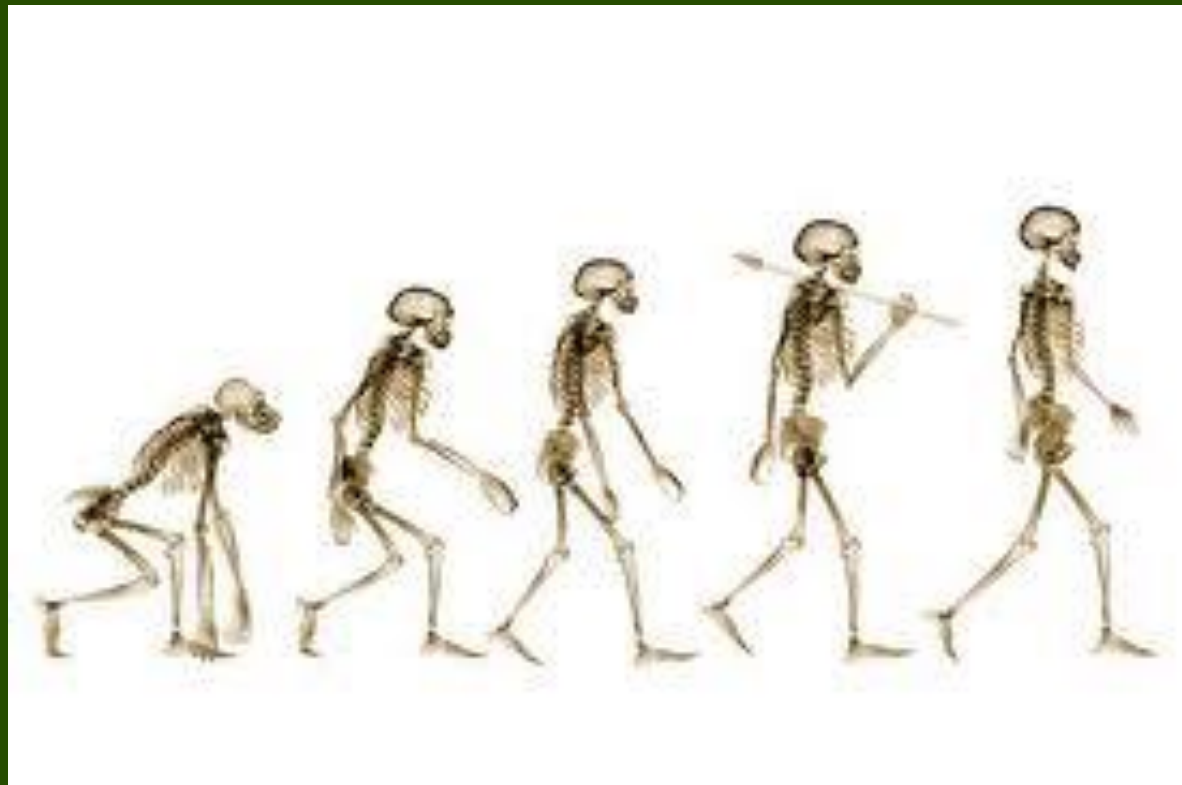
**(Aligned with National Prevention Campaign Calendar and National Drug Control Strategy)**

# DIVERSIFIED FUNDING



# SUSTAINABILTY

## Survival of the Fittest



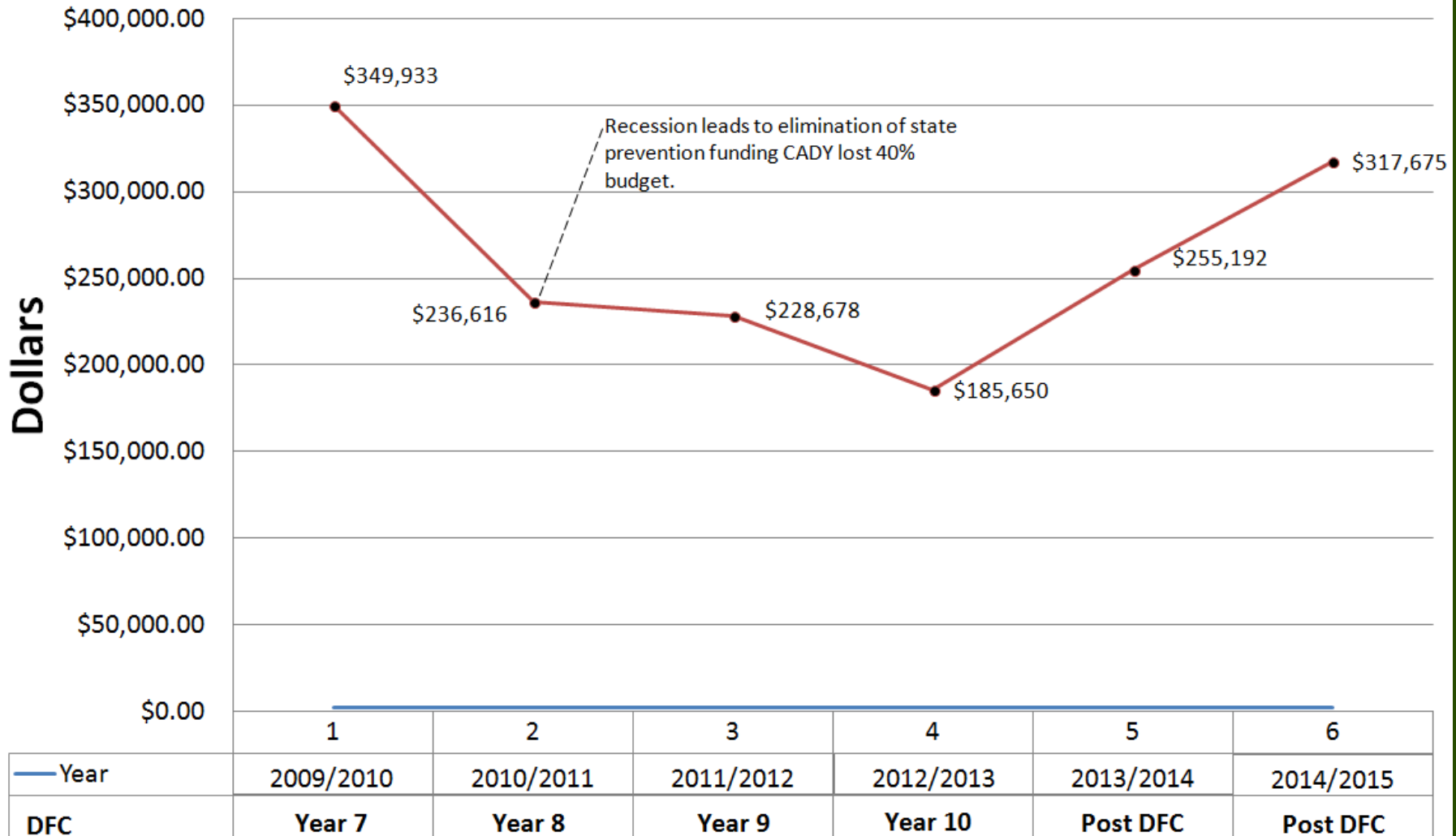
*ADAPT – EVOLVE – THRIVE!*



**The percentage of CADY initiatives that are underwritten by our partners.**

# Three Developmental Phases: IMPOSSIBLE! DIFFICULT! DONE!

CADY Revenue 2009-2014





# **SUSTAINING THE EFFORT**

## **An Ongoing Commitment**

### **CADY BOARD MEETING AGENDA** **Speare Hospital Annex Conference Room** **11:30-1:00 pm / March 28, 2014**

#### **Sustainability / C.A.S.E. Funding Strategies:**

- 1. CHARGE:** Municipal Donations confirmed \$15,700
- 2. ASK**
  - a.** No new grant applications this period
  - b.** Event Sponsorships
    - i.** Thriving in the Middle School / SAU 48 (4.25.14)
    - ii.** Prevention Summit (5.23.14)
- 3. SHARE:** PSU laptop / In-Kind donations
- 4. EARN:** entrepreneurial
  - 1.** CADY Media Campaign Toolkit (earnings to date \$10,000+)
    - a.** Michael Kilfoyle / In kind Consulting
    - b.** Michael Tentenowski / Enterprise Center mtg. (3.10.14)
    - c.** Next steps: identify new markets / saturated postcard mailings
  - 2.** Franklin Consulting Contract: \$7,887 (Feb. & March)

# Implementation Tool: Tracking

- Monthly Tracking
- Reporting:
  - State
  - COMET
  - Annual Report to Grantors and Donors
  - In-Kind Donations
  - Non-Federal Match
- Planning

[illegible]

# BELIEVE



**“We must keep solutions, NOT problems, at the center of our attention and decision making.”**

# LESSONS LEARNED

*"Coalitions Don't Need a Ton of Money—What They Need is a Ton of Commitment"*  
-Shannon Weatherly, former DFC Policy Analyst

- **Direct-Service Programs are a Double-Edged Sword**
  - Raises organizational visibility and fills needs
  - Resource Drain
- **Fundraising Fatigue**
  - We tried to do it all—from yard sales to raffles to fundraisers!
  - Cost/Benefit (not cost effective)
  - New policy in place to graciously decline fundraising offers unless donor does the organizing (ex. Lobster Bake)
- **Form a Sustainability Leadership Team in Year 6**
  - Coalition leader should chair the team
  - Outsiders lack passion for prevention mission and institutional knowledge
  - We spent \$25,000 to hire a part-time sustainability coordinator (didn't work out)
  - Diverse sectors represented
- **You cannot ASK your way to Sustainability—Diversified Funding Model is Essential**
  - Private Foundations (need an inside connection—people give to people not programs)
  - We spent \$25,000 "chasing the money"
- **Keep a positive realistic attitude – people will not support a sinking ship!**

# Hands-On Sustainability Activity

“Do You Want to Build a Snowman?”





# IDENTIFY FUNDING STRATEGIES

## C.A.S.E

### **C**HARGE

- Fee for Service
- Line Items in Gov't Budget
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- Membership Dues

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- Leverage Shared Positions

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- Entrepreneurial Activities
- For-Profit Business



# Smart Implementation

=

# Successful Outcomes



# PREVENT – ACHIEVE – SUCCEED!



*"Some succeed because they are destined to,  
but most succeed because they are determined."  
~Henry Van Dyke*



# MOVING FORWARD

*"The road to success is always under construction"*

## CONTACT Information

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[www.cadyinc.org](http://www.cadyinc.org)

# THANK YOU!

# Q & A

